

Courts Administration Service 2004–2005

Departmental Performance Report

Approved

The Honourable Irwin Cotler
Minister of Justice
and Attorney General of Canada

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SECTION I — OVERVIEW

Message from the Acting Chief Administrator

I am pleased to present the *Performance Report* of the Courts Administration Service (hereinafter also referred to as “the Service”) for the period ending March 31, 2005. This relatively new organization was established on July 2, 2003, by the *Courts Administration Service Act*.

The purpose of this report is to explain to Canadians how the achievements of the Service make a difference in their lives. It also reports on the status of commitments made in the *Report on Plans and Priorities* for 2004–2005.

This new organization consolidates the former registries of the Federal Court of Canada and the Tax Court of Canada, and provides support and services to the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. Its role is to facilitate access to these Courts by members of the public seeking judicial redress, and to safeguard the independence of the judiciary. To achieve these aims, the Service requires stable funding and is working closely with the four Chief Justices to determine precisely what each of the Courts requires by way of support. Meanwhile, it continues to negotiate with Treasury Board Secretariat to develop a more effective and sustainable approach to funding.

Since its inception, the Service has been committed to setting up systems that will enable the organization to effectively support the Courts it serves while providing the best value for public funds. The consolidation process has required several high-order organizational development activities, which the Service has implemented with minimal disruption to its clients.

Building an organization demands the concerted effort of many people. Teamwork, dedication and professionalism are essential ingredients in such an undertaking. I therefore wish to express my sincere appreciation to the Chief Justices, Judges and Prothonotaries for their support, to the staff of the Service for their continued commitment to excellence in service delivery, and to public officials from several provinces and territories, who provide support under existing arrangements. Moreover, I would like to acknowledge the assistance of the officials in the Office of the Minister of Justice and Attorney General of Canada and the various central agencies.

R.P. Guenette

Management Representation Statement

I submit for tabling in Parliament the 2004–2005 Departmental Performance Report (DPR) for the Courts Administration Service.

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the Preparation of 2004–2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements.
- It uses an approved Business Lines structure.
- It presents consistent, comprehensive, balanced and accurate information.
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it.
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Name: R.P. Guenette
Title: Acting Chief Administrator
Date: September 16, 2005

Summary Information

Raison d'être

The Courts Administration Service is a relatively new organization that was established by amalgamating the former registries of the Federal Court of Canada and the Tax Court of Canada. A 1997 report of the Auditor General had concluded that consolidating the registries of the Federal Court of Canada and the Tax Court of Canada would save money, facilitate planning and improve the efficiency of resource use by these Courts (see http://www.oag.bvg.gc.ca/domino/other.nsf/html/fed_e.html)¹ The amalgamation took effect on July 2, 2003, with the coming into force of the *Courts Administration Service Act*, S.C. 2002, c. 8 (see <http://laws.justice.gc.ca/en/C-45.5/index.html>).

The role of the Service is to provide administrative services (registry, judicial and corporate) to four courts of law — the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada (the “Courts”; see below for a description of these four Courts). These services make it easier for individuals, companies, organizations and the Government of Canada to bring disputes and other matters to the Courts. They also enable the Courts to hear and resolve the cases before them fairly, efficiently and quickly.

The mandate of the Service is to:

- ensure the efficient provision of service to the Courts;
- enhance the judicial independence of the Courts by placing them at arm’s length from the Government of Canada; and
- enhance accountability for the use of public money.

The Service is committed to providing the public with effective, timely, fair and accurate access, in either official language, to the litigation processes of the Courts while enhancing judicial independence.

The Courts Administration Service is responsible for meeting the Courts’ requirements and for ensuring that the public has access to the Courts and to their records. The specific functions carried out by the Courts Administration Service include:

- providing litigants and their counsel with services relating to court hearings;
- informing litigants of rules of practice, court directives and procedures;
- maintaining court records;
- processing documents filed by or issued to litigants, and recording all proceedings;

¹ On October 28, 1994, the Honourable Allan Rock, Minister of Justice and Attorney General of Canada, announced a study of the registries of the Federal Court of Canada and the Tax Court of Canada to examine whether the courts should be regionalized and merged, and their administrative support services consolidated. By an Order in Council in May 1995, the Governor in Council requested that the Office of the Auditor General of Canada examine the Federal Court of Canada — Trial Division and the Tax Court of Canada with respect to the costs and benefits of possible regionalization and/or merger of the courts and consolidation of the administrative support services.

- serving as a depository to allow for the enforcement of decisions made by the Courts and federal administrative tribunals, such as the Canada Industrial Relations Board and the Canadian Human Rights Tribunal;
- providing Judges, Prothonotaries² and staff with library services; and
- providing Judges, Prothonotaries and staff with appropriate facilities and security.

The Courts

The Courts served by the Service are superior courts of record. They were established by the Parliament of Canada pursuant to its authority under section 101 of the *Constitution Act, 1867*, to establish Courts “for the better Administration of the Laws of Canada.”

The **Federal Court of Appeal** has jurisdiction to hear appeals of decisions of the Federal Court and the Tax Court of Canada and certain statutory appeals from federal administrative tribunals as stated in the law. It also has exclusive jurisdiction to hear applications for judicial review of decisions of 14 federal boards, commissions and tribunals listed in section 28 of the *Federal Courts Act* (see <http://laws.justice.gc.ca/en/F-7/index.html>). Parties to a proceeding in the Federal Court of Appeal may be granted leave, or permission, to appeal the decision of the Federal Court of Appeal to the Supreme Court of Canada if the case involves a question of public importance. Pursuant to section 5(1) of the *Federal Courts Act*, the full judicial complement of the Federal Court of Appeal consists of the Chief Justice and twelve Judges. On March 31, 2005, the Federal Court of Appeal consisted of the Chief Justice and ten Judges, together with two Supernumerary Judges. There were two vacancies. For further information on the Federal Court of Appeal, please refer to www.fca-caf.gc.ca.

The **Federal Court** is a court of first instance. It has original, but not exclusive, jurisdiction over cases by and against the Crown (including Aboriginal law claims), proceedings involving admiralty law, intellectual property law and national security, and jurisdiction conferred by 110 federal statutes. The Federal Court also has exclusive jurisdiction to hear applications for judicial review of the decisions of all federal boards, commissions and tribunals other than those over which the Federal Court of Appeal has jurisdiction (see above). This jurisdiction includes, in particular, applications for judicial review of decisions of the Immigration and Refugee Board. Pursuant to section 5.1(1) of the *Federal Courts Act*, the full judicial complement of the Federal Court consists of the Chief Justice and thirty-two full-time Judges. On March 31, 2005, the Federal Court consisted of twenty-nine full-time Judges, three Supernumerary Judges, three Deputy Judges and six

² A Prothonotary is a judicial officer of the Federal Court who is appointed by the Governor in Council pursuant to section 12 of the *Federal Courts Act* and who assists in the expeditious disposition of the Court’s business. Prothonotaries are responsible for more than 75 percent of the Federal Court’s proceedings under case management. For further information, please refer to Rules 50 and 51 of the *Federal Courts Rules* (see <http://laws.justice.gc.ca/en/F-7/SOR-98-106/index.html>).

Prothonotaries. There were four vacancies. For further information about the Federal Court, please refer to www.fct-cf.gc.ca.

The main function of the **Court Martial Appeal Court of Canada** is to hear appeals from courts martial, which are military courts established under the *National Defence Act*, and which hear cases under the Code of Service Discipline found in Parts III and VII of that Act. Judges of the Federal Court of Appeal and the Federal Court, as well as incumbent trial and appellate Judges of the provincial superior courts, are members of this Court. On March 31, 2005, the Court Martial Appeal Court of Canada consisted of a Chief Justice and sixty-four Judges. The Honourable Edmond P. Blanchard was appointed Chief Justice of the Court Martial Appeal Court of Canada effective September 17, 2004. For further information on the Court Martial Appeal Court of Canada, please refer to www.cmac-cacm.ca.

The **Tax Court of Canada** has exclusive, original jurisdiction to hear appeals and references under twelve separate acts of Parliament. Most of the appeals made to the Court relate to income tax, the goods and services tax, or employment insurance. While many appeals are subject to procedures similar to those of the Federal Court, appeals under what is known as the “informal procedure” are heard as informally and expeditiously as circumstances and considerations of fairness permit. On March 31, 2005, the Tax Court of Canada consisted of the Chief Justice, nineteen Judges, five Supernumerary Judges and four Deputy Judges. For further information on the Tax Court of Canada, visit www.tcc-cci.gc.ca.

Because the Courts it serves are itinerant, the Courts Administration Service must provide services across Canada and abroad when required. The Service therefore maintains a head office in Ottawa and 16 local offices. Nine of these offices are staffed by Service employees, while the others are housed in provincial and territorial court offices and staffed by employees of those courts on a contractual basis.

To accommodate the Courts in centres where the Service has no local offices, the Service arranges to use provincial court accommodations, leases commercial accommodations, or partners with other levels of government. Judges conduct hearings in facilities other than courtrooms, including Band offices on Indian reserves, conference halls, hotel meeting rooms, gymnasiums, legion halls and even church rectories. The Service also maintains unstaffed court accommodations in London, Ontario.

Planned Spending (\$ millions)	Total Authorities (\$ millions)	Actual Spending (\$ millions)
54.3	56.2	55.4

Total Human Resources

Planned (FTEs*)	Actual (FTEs*)	Difference
600	562	38

*Full-Time Equivalents.

Overall Performance

The Service is a relatively new organization, created in July 2003 by amalgamating the registries of the Federal Court of Canada and the Tax Court of Canada. In its first two years the Service has been dedicated to extensive organizational groundwork. In its first year the focus was on consolidating the two registries, and in 2004–2005 the work shifted to more closely integrating the two organizations.

In 2004–2005 the Service undertook several initiatives to continue to harmonize the two registries: employees were collocated, policies and procedures were reviewed, employees were cross-trained, and information systems and work tools were consolidated.

The Service also conducted an exhaustive review and redesign of the organizational structure. As a result of that review, four new branches were created to enhance the support services provided to the judiciary, a new Branch of Best Practices and Modernization was created to review and modernize the organization's work processes, and the new service line of Corporate Services was created to oversee internal functions. This structure will provide an enhanced role for Regional Director in the decision making process.

Throughout the year the Service continued to take advantage of emerging technologies to improve the delivery of its services. Systems to digitally record court proceedings continued to be used in several courtrooms, and progress was made on implementing electronic filing of court documents.

As part of its outreach activities, the Service hosted an open house and participated in various forums to better inform the Canadian public and the legal community about registry activities and the restructuring of the Courts. In addition, the Service continued to work closely with the provinces and territories to provide itinerant court services across the country.

Notwithstanding the many changes that took place, the Service continued to provide a high level of service to the judiciary and to the Canadian public throughout the year. During the consolidation and integration process, Service staff has remained committed to facilitating broader public access to the Courts, processing cases more efficiently and improving the effectiveness of the Service's support to the Courts.

As recorded in the 2004–2005 Public Accounts of Canada, the Service received \$56.2 million in funding from Parliament. The actual amount of funds spent in that year was \$55.4 million, resulting in a lapse of \$0.9 million (numbers may not add up due to rounding).

Operating Environment

The Courts Administration Service is entirely funded through yearly appropriations submitted to Treasury Board and approved by Parliament. The Service also receives revenue through filing fees, fines and sales of copies of filed documentation, including copies of judgments and orders. These revenues are deposited to the Government of Canada's Consolidated Revenue Fund. In 2004–2005, this non-respendable revenue amounted to \$2 million.

The Courts Administration Service was able to stabilize some of its funding in 2004–2005. For example, the Service secured an ongoing stream of funding to deal with the high numbers of immigration cases being referred from Citizenship and Immigration Canada and from the Immigration and Refugee Board (IRB). The increased volume is mainly the result of the *Immigration and Refugee Protection Act*, which came into force in summer 2002. In its wake, the IRB has been clearing its backlog of cases, generating a greater-than-usual number of applications for judicial review and adding to the caseloads of the Federal Court, the Federal Court of Appeal and the registry of the Courts Administration Service. The funding obtained in 2004–2005 and future years will help ensure that the number of backlogged immigration cases does not grow.

The Service has also secured ongoing funding to support three Judges appointed in December 2002 pursuant to the *Anti-terrorism Act*. This funding goes toward judicial assistants, registry officers, law clerk personnel, court reporters and translation costs.

Additional Judges were appointed pursuant to the *Anti-terrorism Act* in 2003 and in 2004. The Service plans to approach Treasury Board in 2005–2006 to seek more funding for support staff and other expenditures related to these new judicial appointments.

Context

The creation of the Courts Administration Service was in part a response to the Auditor General's 1997 *Report on the Federal Court of Canada and the Tax Court of Canada*, which detailed several concerns about management practices and the effective use of resources such as court facilities. Among other things, the report recommended the registries of the Courts be consolidated to improve accountability and cost-effectiveness.

The effective use of facilities, particularly courtrooms, has continued to be a challenge for the Service. Scheduled hearings are frequently cancelled at the last minute after the parties agree to an out-of-court settlement. However, one option to address this — double-booking hearings in anticipation of a cancellation — would be a disservice to the litigants.

Controlling support costs is becoming more and more difficult in light of the Courts' increasing workloads. The past few years have seen a significant increase in applications to the Courts, especially in immigration cases that have resulted from the *Immigration and Refugee Protection Act*. The Federal Court's immigration and refugee workload

roughly doubled between 1995 and 2000 and increased substantially again between 2002 and 2004. The Courts have also been faced with longer court proceedings, especially those associated with Aboriginal land claims and self-government cases.

Court-related security requirements have presented another challenge. With the changes to the Federal Court's mandate under the *Anti-terrorism Act* and other legislation, security requirements have become more numerous and more stringent, driving up the cost of maintaining adequate security for Judges, public servants and other users of Service facilities and courtrooms.

The Courts Administration Service budget has been strained in other ways. For example, at the request of the Chief Justice, four Federal Court Prothonotaries were appointed between 2000 and 2005, as were three Federal Court Deputy Judges in 2004–2005. But the Service has never received funding to support any of these positions. Instead, the organization has financed up to now the additional expenditures through internal reallocations.

Alignment with Government of Canada Priorities

The Courts Administration Service is committed to achieving the following strategic outcome:

The public has effective, timely and fair access, in either official language, to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

The mandate of the Service is aligned with the Government of Canada's strategic outcome *Safe Communities*, which embodies a range of federal initiatives addressing policing, law enforcement, national security, corrections and emergency preparedness. The Service's role enhances the Canadian legal system by providing a range of support services to the Courts and ensures the Canadian public has access to the Courts and their records.

SECTION II—ANALYSIS OF PERFORMANCE BY STRATEGIC OUTCOME

Analysis of Performance by Strategic Outcome

Strategic Outcome
<p>The Service has one strategic outcome:</p> <p>The public has effective, timely and fair access, in either official language, to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and Tax Court of Canada.</p>
<p>Expected Results</p> <p>Intermediate Outcomes</p> <ul style="list-style-type: none"> • to improve the service delivery and the effectiveness of the Courts Administration Service in supporting the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada • to promote the judicial independence of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada <p>Immediate Outcomes</p> <ul style="list-style-type: none"> • to improve service delivery
<p>Plans, Priorities and Commitments</p> <p>Registry Services</p> <ol style="list-style-type: none"> 1. Serving the Courts across Canada 2. Harmonization of registries 3. Digital recording 4. Outreach <p>Judicial Support</p> <ol style="list-style-type: none"> 5. Judicial support 6. Improved utilization of courtrooms 7. Construction of the Pierre Elliott Trudeau Judicial Building 8. Toronto Federal Judicial Centre Project 9. Relocation of staff in Montréal <p>Corporate Services</p> <ol style="list-style-type: none"> 10. Human Resources 11. Human Resources Modernization 12. Government On-Line 13. Modern Comptrollership 14. Security

Program, Resources and Results Linkages

The Service is made up of three key service lines: Registry Services, Judicial Support and Corporate Services.

- **Registry Services** provides the Courts with litigation support processes. These include processing documents filed by or issued to litigants, attending court sittings, recording proceedings, providing information to litigants, maintaining custody of the records and information base required by the Courts, and issuing legal instruments to enforce the Courts' decisions. These services give the public and the legal community greater access to the judicial system.

Planned spending in Registry Services for fiscal year 2004–2005 was \$22.3 million. Actual spending in 2004–2005 was \$23.1 million.

- **Judicial Support** provides a range of support services to the Judges and Prothonotaries, including executive officers, judicial assistants, library employees, and other staff who provide direct support to the judiciary in fulfilling their responsibilities. These support services ensure the judiciary can hear and resolve cases fairly and efficiently.

Planned spending in Judicial Support for fiscal year 2004–2005 was \$11.7 million. Actual spending for 2004–2005 was \$12.8 million.

- **Corporate Services** provides services in finance, human resources, informatics, information management and telecommunications. This business line also oversees facilities management, translation, chauffeurs, court ushers, strategic planning, communications, internal audit and evaluation, and security for both the Courts and the Service. These internal services enhance the professionalism of Service employees and enable them to manage the Courts effectively.

Planned spending in Corporate Services for fiscal year 2004–2005 was \$19 million. Actual spending for 2004–2005 was \$18.2 million.

Risks and Challenges

Improving Security

The Courts Administration Service is responsible for security for the Courts and its own staff. The security of Judges, Prothonotaries, staff and members of the public in facilities managed by the Service is of vital importance. At the same time, the need for security must not impede public access to the Courts. Security is particularly important because of changes to the Federal Court's mandate under the *Anti-terrorism Act* and other legislation, which have increased security requirements. In addition, the Service, together

with the Federal Court, is designated as an Emergency Preparedness Centre to ensure that the Federal Court can continue to perform its judicial duties in an emergency.

The Service is also committed to improving the security, accessibility and integrity of computer systems containing judicial information, while safeguarding privacy and judicial independence. This would involve adopting the “Blueprint for the Security of Judicial Information” prepared by the Canadian Judicial Council. Adherence to these guidelines would benefit both the judicial system and those third parties whose information requires special protection under the law.

Technological Change

One challenge facing the Service is rapid technological change and the need to take advantage of technology to improve the level of service. The Service has already made use of technologies that allow videoconferencing, digital recording, remote hearings and the electronic filing of documents. It will increasingly adopt these technologies in the Courts it serves.

Budgetary Restraint vs. Judicial Requirements

Another ongoing challenge for the Service is keeping costs in check while ensuring the independence of the judiciary. The need for budgetary restraint must always be weighed against the need to ensure the judiciary has the support and services it requires to hear and resolve cases quickly and free of influence. Keeping support costs in check is becoming increasingly difficult given the growing workload of the Courts.

Alternative Dispute Resolution

Another trend affecting the Service is the growing use of Alternative Dispute Resolution (ADR) in the Federal Court of Appeal and the Federal Court. ADR involves an informal process, such as mediation, in which the intent is to resolve the dispute without a formal trial. Although ADR helps clear up backlogged cases and free up court services, it has created new requirements for judicial support and for additional space.

Performance Accomplishments

Throughout 2004–2005 the Service continued to work toward consolidating and integrating the various organizational structures of the registries that had served its four Courts. A major focus for the Service was a review of all corporate and operational activities, which resulted in several major organizational changes.

Registry Services

1. Serving the Courts across Canada

Planned Activities	Results
Continue to serve the Courts across Canada	Continued to strengthen relationships with the provinces and territories in providing court services across Canada

The Service continued to build on its relationships with the provinces and territories in providing itinerant court services across the country. Of the Service's 16 regional offices, seven are collocated with and staffed by provincial or territorial staff on a contractual basis. In addition, the Service continued to use provincial and territorial courtrooms in many locations, and also partnered with other levels of government. The Western Region facilitated an annual two-day conference, at which senior officials from Regina, Saskatoon, Whitehorse and Yellowknife met to share best practices and enhance service delivery in these offices.

2. Harmonization of Registries

Planned Activities	Results
Collocate various registry offices; cross-train existing staff; review policies and procedures and supporting best practices; harmonize information systems; improve electronic access	Montréal registries collocated in September 2004; training sessions delivered to registry staff; new branch of Best Practices and Modernization has been mandated to review work processes and procedures; information systems consolidated in many ways

The Montréal registries were collocated in September 2004 as scheduled. The Toronto registries will be collocated in 2006 once construction of the new building is complete.

The cross-training of staff became a priority in 2004–2005, with the intent to maximize the use of the Service's resources and provide a single point of service for all four Courts.

An Operational Advisory Committee was established to provide advice and recommendations to the Chief Administrator and senior management on issues affecting Services operations. This Committee oversees the coordination of Registry activities and the cross-training of staff.

A new branch of Best Practices and Modernization, created in consultation with the Chief Justices, was mandated to review registry work processes and procedures, with a view to modernizing operational activities and making service delivery more effective. The Best Practices and Modernization Branch is made up of four divisions:

- **Business Process Re-engineering:** this division will review and redesign the organization's work processes over the next two to three years, beginning with a review of the Service's business processes and related practices and procedures.
- **Operational Improvements and Statistics:** this division will seek to improve operational processes without significantly changing current case management systems, and will look for ways to streamline and harmonize the organization's methods of collecting statistical information.
- **Judicial Process Modernization:** this division will examine the services offered to Judges and Prothonotaries with a view to modernizing service delivery tools and methods. It will solicit judicial participation in such pilot projects as e-courtrooms

and e-filing, and will seek the views of Judges and Prothonotaries on the use of new technologies, including digital recording.

- Operational Training: this division has been tasked with developing operational training policies, determining operational training requirements, developing training plans and coordinating training activities.

Several initiatives were undertaken to standardize and harmonize the organization's information systems:

- Information Technology (IT) procurements were centralized, resulting in substantial cost savings.
- A Business Solutions Services group was established to gather information about client needs and propose IT solutions.
- An Information Management Service Division was created to provide consolidated support to both the Service and the Courts.

3. Digital Recording

Planned Activities	Results
Develop a strategy for full deployment	Committee established to evaluate current system; business case in development

Digital recording continued to be used in four courtrooms to record court proceedings, and resulted in a reduction in the use of court reporters for those sittings.

During the year a project team, the Modernization Committee in the Montréal regional office, took the lead in evaluating the current digital recording system and is developing requirements based on the needs of the four Courts. A business case will be developed for this initiative, and registry staff and the judiciary will be consulted to ease the transition between the current procedures and the utilization of the new technology.

4. Outreach

Planned Activities	Results
Evaluate Internet site; review arrangement with University of Montréal on publication of judgments; enhance communication strategy to foster better understanding	Improved and updated Internet site, and created consolidated Intranet site; began new three-year contract with the University of Montréal; hosted open house and participated in several forums to heighten public awareness; continued partnership with post-secondary institutions

As a result of feedback obtained from the public and from ongoing consultations conducted through the internal Web Working Group and the Judges Technology Committee, it was determined that website updates should be a priority, and should

reflect the specifics of each Court. As a result, the functionality of the site was improved and more content added to provide more relevant information to the public.

A consolidated Intranet site was created by the Web Working Group/Intranet Committee, which will now focus on site maintenance, quality control and improving access. The Service also continued to work toward standardizing and implementing a system of electronic filing of court documents, which is being considered for use by Courts across the country. Plans are being developed for a pilot project in 2005 that would allow electronic filing of proceedings with the Federal Court.

The contract with the University of Montréal to host the decisions databases of the Courts was reviewed, and a new three-year contract was put into place. The University of Montréal is modernizing its web infrastructure to enhance the retrieval functionality and the methods of publication for judgements. The new functionality will reduce delays, enhance access and improve the overall publication process for decisions being posted on the Courts' websites.

To heighten public awareness of the judiciary and registry processes, the Courts Administration Service hosted open houses and symposia, and members of the judiciary and Service personnel participated in seminars.

The Federal Court of Appeal, the Federal Court and the Service hosted an open house in Montréal in April 2004, giving the legal community an opportunity to meet with Judges and Service personnel and learn more about the restructuring of the Courts, the consolidation of their registries and the resulting challenges.

A meeting of the Federal Court of Appeal and the Federal Court's Bench and Bar Liaison Committee in November 2004 provided an informal forum for members of the Bar to meet with federally appointed Judges and the Chief Administrator to discuss issues of concern to the Bar that fall outside the mandate of the Rules Committee.

The Service also continued to encourage partnership with elementary schools, high schools, colleges and universities to educate young Canadians on the role and jurisdiction of the Courts and their registry. In 2004–2005, the Service's Montréal office once again accepted one student from Ahuntsic College's judicial program as a trainee during the winter session. The Service's Toronto office provided facilities for nine moot courts and offered month-long field placements to students enrolled in Seneca College's Court and Tribunal Diploma Program.

Judicial Support

5. Judicial Support

Planned Activities	Results
Examine support services provided to judiciary; study roles of judicial administrators, judicial assistants and the law clerk programs; review and consolidate all services provided to judiciary	Four new branches created to streamline support to judiciary; integrated departmental approach to the provision of judicial support

To provide efficient and cohesive support and assistance to Judges and other judicial officers, a new Branch of Judicial Services was created under the responsibility of the Deputy Chief Administrator. This Branch will provide support to the Judges and Prothonotaries through the services of the judicial administrators, executive officers, law clerks, revisers, judicial assistants and library employees. During the year, a pilot project was developed to extend the law clerk services to the Prothonotaries. The services of the revisers were reviewed, and an extended and better integrated service is in the process of being implemented.

In addition, three new branches of Registrar were created — one for the Federal Court of Appeal and the Court Martial Appeal Court of Canada, one for the Federal Court, and one for the Tax Court of Canada. These new branches provide various litigation support services, including processing documents filed by or issued to litigants, attending court sittings, recording proceedings, providing information to litigants, maintaining custody of the records and information databases required by the Courts, and issuing legal instruments to enforce the decisions of the Courts.

In order to facilitate the integration of registry support services and improve client service, a cross-training program was developed and delivered to all registry staff across the country.

6. Improved Utilization of Courtrooms

Planned Activities	Results
Ensure courtrooms are shared and made available to other organizations, where possible	Actively monitored courtroom utilization and, where possible, made courtrooms available to other organizations

The effective use of facilities remained a challenge in 2004-2005. The Service actively monitored courtroom utilization in an effort to make its courtrooms available to other organizations, such as quasi-judicial tribunals, without compromising the appearance of judicial independence.

As a result of additional judicial appointments in 2003 and 2004 the capacity of the Courts to schedule court sittings has increased. This has led to an increase of over 73% in the number of sittings days in 2004 over 2003. In terms of the number of days available in all courtrooms for sittings, over 60% of sitting days were consumed in 2004 by the Courts and by other organizations. The Service continues to build on its relationship with the provinces and others to ensure that the message is communicated that courtrooms within its compliment can be made available for use when not in use by the four Courts it supports.

7. Construction of the Pierre Elliott Trudeau Judicial Building (PETJB)

Planned Activities	Results
Continue plans for design and construction	Architectural and engineering drawings, and tender and contract documents, were finalized

During 2004–2005 architectural and engineering drawings, and tender and contract documents, were finalized for this new headquarters in Ottawa. In the spring of 2004, the Courts Administration Service and Public Works and Government Services Canada (PWGSC) completed a joint submission to Treasury Board requesting Effective Project Approval for the PETJB. The project schedule calls for the building to be completed in the spring of 2009. Construction of the PETJB will allow the Service to consolidate under a single roof the Judges, staff and courtrooms that are currently housed in four buildings. This much-awaited project will result in greater efficiency for the Service and more convenience for the public.

8. Toronto Federal Judicial Centre Project

Planned Activities	Results
Continue construction to meet target of occupancy in early 2006	Construction continued on schedule; interior designed

Construction continued on this new leased facility in 2004–2005. Once completed, the Centre will house the staff of the former Tax Court of Canada, located at 200 King Street West, and the staff of the former Federal Court of Canada, located at 360 University Avenue, thus eliminating the duplication of services and providing more convenience for the public while facilitating the cross-training of employees.

9. Relocation of staff in Montréal

Planned Activities	Results
Relocate staff in Montréal	Staff relocated in September 2004

As planned, the Montréal staff of the former Tax Court of Canada was relocated in September 2004 to the Montréal offices of the former registry of the Federal Court of

Canada. The move out of the former leased space will save PWGSC about \$430,000 a year.

Corporate Services

10. Human Resources

Planned Activities	Results
Demonstrate commitment to investing in learning; develop a strategic human resources plan to address recruitment and development issues; refine Law Clerk Program and the Registry Officer Development Program	Developed Continuous Learning Policy and Guidelines and expanded Learning Needs Analysis Project; did not develop a strategic human resources plan or review the Law Clerk program because of a shortage of human resources personnel; completed vacancy management and attrition plan and made progress on developing a viable succession plan; moved Registry Officer Development Program to the Best Practices and Modernization Branch

To demonstrate its commitment to learning, in 2004–2005 the Service developed a Continuous Learning Policy and Guidelines, and expanded the Learning Needs Analysis Project to include all Service employees.

In addition, the Human Resources (HR) branch delivered in-house sessions on team building, preparing for an interview, résumé writing, and supervisor skills development. In February 2005 the Service also established a reward and recognition program that acknowledges outstanding performance, long and faithful government service, and constructive suggestions for improving the organization.

Because of a government-wide shortage of skilled human resources personnel, the Service was unable to recruit human resources advisors, and therefore a strategic human resources plan could not be developed. However, a vacancy management and attrition plan was completed and communicated to senior management to assist them with their human resources planning. Progress was also made on developing a viable succession plan through a combination of the development of internal staff and the recruitment of outside resources

As a result of the merger, there is a need to review the Law Clerk recruitment program to ensure its consistency within the Service. However, because of a lack of resources in the HR branch, this was not accomplished in 2004–2005.

The Registry Officer Development Program has been moved from the HR branch to the new Best Practices and Modernization Branch. A new Operational Training Division was created, and during the year the division carried out its mandate in successfully updating

and revising all Registry Officer Development programs of the former Federal Court of Canada and Tax Court of Canada to reflect the new organization. Training for these new programs has already started and will be provided as required.

11. Human Resources Modernization

Planned Activities	Results
Establish local labour–management consultation committees (LLMC); establish informal conflict management system (ICMS); for line managers, develop and deliver training on decision making and accountability	Will start LLMC meetings in fiscal year 2005–2006; still developing ICMS, which came into effect April 1, 2005; restructured top line of the organization to give line managers larger decision-making role; currently working on second line of management

Because of a heavy workload in the HR branch and a lack of HR advisors, the Service was not able to schedule any local labour–management consultation committee (LLMC) meetings. However, two national labour–management consultation committee meetings were held. LLMCs are planned for 2005–2006.

In line with the informal conflict management system (ICMS), which came into effect on April 1, 2005, the Acting Chief Administrator has appointed a Senior Officer responsible for the program, which will be fully implemented in 2005–2006. Training will be provided to senior management and to all employees.

In 2004–2005 the Service reviewed its management structure, which resulted in a new organizational structure that gives senior managers an enhanced role in decision making process. The Senior Management Committee was restructured to represent every branch in the organization, both at headquarters and in the regions.

12. Government On-Line

Planned Activities	Results
Run pilot project on electronic filing of documents for the Federal Court of Appeal, the Federal Court and the Court Martial Appeal Court of Canada; implement electronic payment of Court filing fees; implement new phase of electronic filing at Tax Court of Canada; expand access on public counter computers; new case management system	Delayed pilot project on e-filing to 2005 while more consultation and review undertaken; delayed implementation of electronic payment system for Court filing fees; progress made on new case management system

In 2004–2005 the Service decided to delay rolling out a pilot project on e-filing so that it could conduct more consultations with key stakeholders, and review more closely the

impact on the organization's operational activities. During the year, additional consultation was carried out with lawyers, Judges and registry staff. The pilot is now expected to be launched early in fall 2005. The implementation of electronic payment of Court filing fees has also been delayed, and will be included in the e-filing pilot project.

In 2004–2005 the Tax Court of Canada started sending decisions electronically to the parties to appeals filed in the Atlantic Provinces. The paper copies of the decisions continued to be sent to the parties, in accordance with the *Tax Court of Canada Act*. The initial feedback from the parties has been very positive and this project is being expanded to appellants from all provinces. An amendment to the *Tax Court of Canada Act* relating the method of communicating Court decisions to the parties is included in Bill C-52, and once that legislation is adopted the Court's rules of procedure will be amended.

Public access computers in Ottawa, Toronto, Montréal, Vancouver, Edmonton, Québec City and Winnipeg were configured to allow the public to access the Courts Administration Service website, the websites of the four Courts, the hearing lists and the decisions databases.

In 2004–2005 the Service created the Best Practices and Modernization Branch. The first objective of the new branch is to review the operational practices and procedures of the registry with a view to modernizing them. This review will involve documenting and reviewing the practices of the two former organizations. During the year, progress was made on a new case management system, which will integrate the best practices of the two former organizations and provide enhanced online services to the public. Proposed changes to online services will be discussed with the modernization committees of the organization to ensure they will meet the needs of the public, the parties and the internal clients. New services, such as docket queries, will be offered to the public.

The second objective of the Best Practices and Modernization Branch is to give internal clients the option of working either with an electronic file or a paper copy of documents. This is the first step toward being able to offer more online services to the public. Some amendments to the rules of procedures will have to be considered in 2005–2006 and 2006–2007 to enable the public to fully take advantage of online technology.

13. Modern Comptrollership

Planned Activities	Results
Implement more effective accountability regime to ensure effective use of resources; develop organization-wide performance measures	Internal Audit and Evaluation division conducted first audit; formed Internal Audit and Evaluation Committee to conduct annual reviews; developed policies, a manual and an audit and evaluation work plan

The Courts Administration Service has done considerable work to implement modern management practices. All managers are provided with monthly financial statements of

their responsibility centers and detailed salary management information. These two financial reports assist managers in their decision-making process. Furthermore, consultation is taking place with senior management to revamp the salary management system. This work is being handled by the Financial Management Division. The monthly financial reports will also be updated and streamlined. Management practices continue to be modernized and policies rewritten to reflect new delegation by central agencies and the Service.

The governance regime is well under way. The Acting Chief Administrator has established a Senior Management Committee, which encompasses senior staff from all the branches of the Service. Senior management meets at least once a month to discuss strategic directions and policies. The Chief Justices of two federal Courts (the Federal Court of Appeal and the Federal Court) have met with the senior management team to provide their views and expectations of the Service. The Chief Justice of the Tax Court of Canada is scheduled to meet with the team in late fall 2005. Regional representation now forms an integral part of the senior management team and assists in establishing organizational priorities. This restructured management team is focused on accountability and the cost-effective use of resources allocated to the Service by Parliament, and sets priorities and new directions for the Service. The Audit and Risk Management Committee met several times during the year to approve terms of reference for two audits (human resources and physical security).

The comptrollership initiative is being replaced by the Management Accountability Framework. As part of this initiative, working groups were established to create a Program Activity Architecture for the Service. Ongoing work will be done on developing and implementing the Management Accountability Framework.

In line with the Government of Canada's Modern Comptrollership reform, the Service set up an Internal Audit and Evaluation Division in March 2004. During the 2004–2005 fiscal year the division completed its first audit for the Service and initiated two others. This division also provided expert advice on the establishment of the Service's Audit and Evaluation Committee, which is intended to facilitate communication between internal auditors and evaluators, external auditors and the Senior Management Committee. The committee will conduct annual reviews to ensure the Service is meeting its risk management obligations; complying with laws, regulations and policies; and meeting standards of ethical conduct.

In 2004–2005 the Internal Audit Division also developed its governance structure, including policies, internal audit standards and a process manual, and developed a risk-based audit and evaluation work plan for the next several years.

14. Security

Planned Activities	Results
Develop comprehensive security policy and security protocols for hearings and for transmitting sensitive documents	Drafted comprehensive security policy and security protocols; developed security training presentation

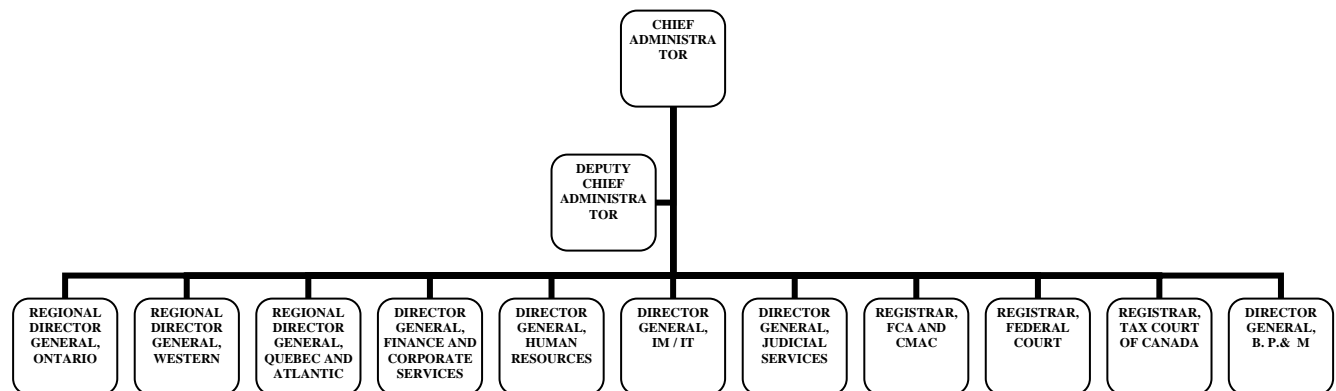
In 2004–2005 the Service drafted comprehensive policies and protocols for security at hearings and for the transmission of sensitive documents. A security training and awareness presentation was developed and presented to several representatives from the regional offices in Vancouver, Winnipeg, Calgary, Edmonton, Saskatoon, Regina, Whitehorse and Yellowknife. The Service plans to make this presentation an integral part of all staff training.

In addition, security requirements are being taken into account in the design of the new Federal Judicial Centre in Toronto and the Pierre Elliott Trudeau Judicial Building in the National Capital Region.

SECTION III — SUPPLEMENTARY INFORMATION

Organizational Information

Courts Administration Service's Management Structure and Service Lines, 2004–2005



IM / IT – Information Management and Information Technology

FCA – Federal Court of Appeal

CMAC – Court Martial Appeal Court of Canada

BP & M – Best Practices and Modernization

The Courts Administration Service is made up of three key service lines: Registry Services, Judicial Support and Corporate Services.

- **Registry Services** provides the Courts with litigation support. This includes processing documents filed by or issued to litigants, attending court sittings, recording proceedings, providing information to litigants, maintaining custody of the records and information required by the Courts, and issuing legal instruments to enforce the Courts' decisions. These services give the public and the legal community greater access to the judicial system.
- **Judicial Support** provides a range of support services to Judges and Prothonotaries, including executive officers, judicial assistants, library employees and other staff who provide direct support to the judiciary in fulfilling their responsibilities. These support services ensure the judiciary can hear and resolve cases fairly and efficiently.
- **Corporate Services** provides services in finance, human resources, informatics, information management and telecommunications. This business line also oversees facilities management, translation, chauffeurs and court ushers, strategic planning, communications, internal audit and evaluation, and security for both the Courts and the Service. These internal services enhance the professionalism of Service employees and enable them to support the Courts effectively.

Table 1: Comparison of Planned to Actual Spending (including Full-Time Equivalents)

(\$ millions)	2002–03 Actual Spending ²	2003–04 Actual Spending ²	2004–2005			
			Main Estimates	Planned Spending ³	Total Authorities ⁴	Actual Spending ⁴
Courts Administration Service ¹	55.7	54.2	54.3	54.3	56.2	55.4
Total ⁵	55.7	54.2	54.3	54.3	56.2	55.4

Total	55.7	54.2	54.3	54.3	56.2	55.4
Less: Non-Respendable revenue (see table 7)	(9.7)	(6.0)	–	(7.6)	(7.6)	(5.4)
Plus: Cost of services received without charge (see table 4)	18.1	14	–	17.1	17.1	19.2
Net cost of Department	64.1	62.2	54.3	63.8	65.7	69.2

Full-Time Equivalents	601	581	–	600	–	562
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¹ The Courts Administration Service Act came into force on July 2, 2003, and consolidated the former registries of the Federal Court of Canada and the Tax Court of Canada. Before the 2003–2004 fiscal year, the two entities were reported on separately. For 2003–2004, each organization had its own RPP, but the 2003–2004 DPR and Public Accounts were consolidated. As of 2004–2005, all reports have been consolidated.

²Source: 2002–2003 and 2003–2004 DPR respectively.

³Source: 2004–2005 RPP.

⁴Source: 2004–2005 Public Accounts.

⁵ Total includes contributions to employee benefits plans. Reference should be made to the discussion under Table 3: Voted and Statutory Items.

Table 2: Use of Resources by Business Lines (or Program Activities)

2004–2005				
	Budgetary			Total
	Operating	Total: Gross Budgetary Expenditures	Total: Net Budgetary Expenditures	
Courts Administration Service				
Main Estimates	54.3	54.3	54.3	54.3
<i>Planned Spending</i>	54.3	54.3	54.3	54.3
Total Authorities	56.2	56.2	56.2	56.2
<i>Actual Spending</i>	55.4	55.4	55.4	55.4

Note: As per the Guide for the Preparation of 2004–2005 Departmental Performance Reports, some columns have been deleted because they are not applicable.

Table 3: Voted and Statutory Items

Vote or Statutory Item	Truncated Vote or Statutory Wording	2004–2005			
		Main Estimates	Planned Spending	Total Authorities	Actual
30	Operating expenditures	47.7	47.7	50.5	49.6
(S)	Contributions to employee benefit plans	6.6	6.6	5.7	5.7
	Total	54.3	54.3	56.2	55.4

Notes:

- Numbers in columns may not add up due to rounding.
- The variance between total authorities (\$50.5M) and actual spending (\$49.6M) is \$0.9M. For fiscal year 2004–2005, the Courts Administration Service did not spend its special purpose allotment of \$0.3M for special security cases (Air India trial).

Table 4: Net Cost of Department

(\$ millions)	2004–2005
Total Actual Spending	55.4
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	16.5
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	2.6
Worker's compensation coverage provided by Social Development Canada	0.0
Salary and associated expenditures of legal services provided by Justice Canada	0.1
<i>Total of Services Received without Charge</i>	19.2
<i>Less: Non-respendable Revenue</i>	(5.4)
2004–2005 Net cost of Department	69.2

Note: A row was inserted to show the sum of all the services received without charge.

Table 7: Sources of Respendable and Non-Respendable Revenue

Non-Respendable Revenue

(\$ millions)	Actual 2002–03	Actual 2003–04	2004–2005	
			Planned Revenue	Actual
Courts Administration Service				
Refund of previous years' expenditures	0.1	0.1	0.2	0.0
Service fees	1.2	1.4	1.5	1.8
Court fines	5.3	2.0	4.4	0.2
Miscellaneous non-tax revenues	3.0	2.4	1.6	3.3
Total Non-Respendable Revenue	9.7	6.0	7.6	5.4

Notes:

- Numbers in columns may not add up due to rounding.
- As per the Guide for the Preparation of 2004–2005 Departmental Performance Reports, some columns have been deleted because they are not applicable.
- At the Courts Administration Service, non-respendable revenues consist primarily of fees levied for filing documents within the registries, for sales of photocopies of judgments and for other revenues such as fines. Fine revenues are impossible to forecast and vary significantly in amount from year to year. The actual fine revenue collected this year is lower than for the preceding few years.
- Miscellaneous non-tax revenues consist primarily of other revenues, but mainly come from the Employment Insurance (EI) account. In 2002–2003 and 2003–2004, the costs attributable to EI only included the portion for the support of the Registry of the Tax Court of Canada. As of 2004–2005, the costs attributable to EI are to support all four Courts (the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada). The total cost allocated by the Courts Administration Service (CAS) for handling Employment Insurance (EI) cases is to be expended against the Employment Insurance account of Canada. As such, HRSDC, the department responsible for the EI account, shows an EI expense and CAS shows an equivalent, non-respendable revenue item. The purpose of this accounting exercise is to more accurately reflect the total cost of running the federal government's EI program and it is strictly internal to the government.

Table 17: Response to Parliamentary Committees, Audits and Evaluations for 2005–2006

Response to Parliamentary Committees
Not applicable
Response to the Auditor General
Not applicable
External Audits (note: these refer to external audits conducted by the Public Service Commission, the Office of the Commissioner of Official Languages or the Official Languages Branch of the Public Service Human Resources Management Agency).
Not applicable
Internal Audits or Evaluations
Audit of Contracting for Architectural Services, 1998–2004 (For more information see http://www.cas-satj.gc.ca/publications/pub_audit_e.php)

Table 23: Travel Policies

The Courts Administration Service follows and uses TBS travel policies parameters.

SECTION IV—OTHER INFORMATION

Offices of the Courts Administration Service

NATIONAL CAPITAL REGION OFFICES

**Courts Administration Service
PRINCIPAL OFFICE — OTTAWA**
434 Queen Street
Ottawa, Ontario
K1A 0H9
<http://www.cas-satj.gc.ca>

<p>Lorne Building 90 Elgin Street Ottawa, Ontario K1A 0H9</p> <p>Registry of the Federal Court of Appeal and the Court Martial Appeal Court of Canada Telephone: (613) 996-6795 Facsimile: (613) 952-7226</p> <p>Registry of the Federal Court Telephone: (613) 992-4238 (613) 995-9177 (Immigration) Facsimile: (613) 952-3653</p>	<p>Centennial Towers 200 Kent Street Ottawa, Ontario K1A 0H9</p> <p>Registry of the Tax Court of Canada Telephone: (613) 992-0901 or 1-800-927-5499 Facsimile: (613) 957-9034 TTY: (613) 943-0946</p> <p>Tax Court of Canada, courtroom and Judges' chambers</p>
<p>Thomas D'Arcy McGee Building 90 Sparks Street Ottawa, Ontario K1A 0H9</p> <p>Federal Court of Appeal, Federal Court and Court Martial Appeal Court of Canada, courtrooms and Judges' chambers</p>	<p>434 Queen Street Ottawa, Ontario K1A 0H9</p> <p>Corporate Services for the Courts Administration Service Telephone: (613) 996-4778 Facsimile: (613) 941-6197</p>

LOCAL OFFICES

FCA	- Federal Court of Appeal & Court Martial Appeal Court of Canada
FC	- Federal Court
CMAC	- Court Martial Appeal Court of Canada
TCC	- Tax Court of Canada

ALBERTA — Calgary

3rd Floor, 635 Eight Avenue S.W.

T2P 3M3

Telephone: FCA/CMAC (403) 292-5555

FC (403) 292-5920

TCC (403) 292-5556

Facsimile: (403) 292-5329

TTY: (403) 292-5879

ALBERTA — Edmonton

Scotia Place, Tower 1, Suite 530,

P.O. Box 51

10060 Jasper Avenue T5J 3R8

Telephone: FCA/CMAC (780) 495-2502

FC (780) 495-4651

TCC (780) 495-2513

Facsimile: (780) 495-4681

TTY: (780) 495-2428

BRITISH COLUMBIA — Vancouver

Pacific Centre, P.O. Box 10065

701 West Georgia Street V7Y 1B6

Telephone: FCA/CMAC (604) 666-2055

FC (604) 666-3232

TCC (604) 666-7987

Facsimile: (604) 666-8181

TTY: (604) 666-9228

MANITOBA — Winnipeg

4th Floor, 363 Broadway Street R3C 3N9

Telephone: FCA/CMAC (204) 983-2232

FC (204) 983-2509

TCC (204) 983-1785

Facsimile: (204) 983-7636

TTY: (204) 984-4440

NEW BRUNSWICK — Fredericton

Suite 100, 82 Westmorland Street E3B 3L3

Telephone: FCA/CMAC (506) 452-2036

FC (506) 452-3016

TCC (506) 452-2424

Facsimile: (506) 452-3584

TTY: (506) 452-3036

NOVA SCOTIA — Halifax

Suite 1720, 1801 Hollis Street B3J 3N4

Telephone: FCA/CMAC (902) 426-5326

FC (902) 426-3282

TCC (902) 426-5372

Facsimile: (902) 426-5514

TTY: (902) 426-9776

ONTARIO — Toronto and London

1 — Registry of the Federal Court of Appeal,
the Federal Court and the Court Martial

Appeal Court of Canada (Toronto)

7th Floor, 330 University Avenue M5G 1R7

Telephone: (416) 973-3356

Facsimile: (416) 973-2154

TTY: (416) 954-4245

2 — Registry of the Tax Court of Canada (Toronto)

Suite 902, 200 King Street West M5H 3T4

Telephone: (416) 973-9181

1-800-927-5499

Facsimile: (416) 973-5944

3 — Registry of the Tax Court of Canada (London)

3rd Floor, 231 Dundas Street N6A 1H1

Telephone: (519) 645-4203

1-800-927-5499

Facsimile: (519) 675-3391

QUÉBEC — Montréal

Registry of the Federal Court of Appeal, the
Federal Court, the Court Martial Appeal
Court of Canada and the Tax Court of Canada

30 McGill Street H2Y 3Z7

Telephone: FCA/CMAC (514) 283-5200
FC (514) 283-4820
TCC (514) 283-9912
Or 1-800-927-5499

Facsimile: FCA/CMAC/FC (514) 283-6004
TCC (514) 496-1996

TTY: (514) 283-3017

QUÉBEC — Québec

Palais de Justice, Room 500A and 500E,
300 Jean Lesage Blvd. G1K 8K6

Telephone: FCA/CMAC (418) 648-4964
FC (418) 648-4820
TCC (418) 648-7324

Facsimile: (418) 648-4051
TTY: (418) 648-4644

<p align="center">OFFICES STAFFED BY PROVINCIAL AND/OR TERRITORIAL COURT EMPLOYEES</p>

NEW BRUNSWICK — Saint John

Room 413, 110 Charlotte Street E2L 2J4

Telephone: (506) 636-4990

Facsimile: (506) 658-3070

NEWFOUNDLAND — St. John's

The Court House, P.O. Box 937,

Duckworth Street A1C 5M3

Telephone: (709) 772-2884

Facsimile: (709) 772-6351

**NORTHWEST TERRITORIES —
Yellowknife**

The Court House, P.O. Box 1320

4905, 49th Street X1A 2L9

Telephone: (867) 873-2044

Facsimile: (867) 873-0291

**PRINCE EDWARD ISLAND —
Charlottetown**

Sir Henry Louis Davies Law Courts

P.O. Box 2000, 42 Water Street C1A 8B9

Telephone: (902) 368-0179

Facsimile: (902) 368-0266

SASKATCHEWAN — Regina

The Court House

2425 Victoria Avenue S4P 3V7

Telephone: (306) 780-5268

Facsimile: (306) 787-7217

SASKATCHEWAN — Saskatoon

The Court House

520 Spadina Crescent East S7K 2H6

Telephone: (306) 975-4509

Facsimile: (306) 975-4818

YUKON TERRITORY — Whitehorse

Andrew A. Phillipsen Law Centre

2134 Second Avenue Y1A 5H6

Telephone: (867) 667-5441

Facsimile: (867) 393-6212